

ALICE

A Comprehensive Response to Extreme
Workplace Violence

**COMMON SENSE, BUT NOT
COMMON KNOWLEDGE**



OHIO
UNIVERSITY

Incidents involving armed intruders are dynamic events and most people aren't prepared to respond if they find themselves in that type of situation. Hopefully this pamphlet will change that and provide you with important information that might save your life.

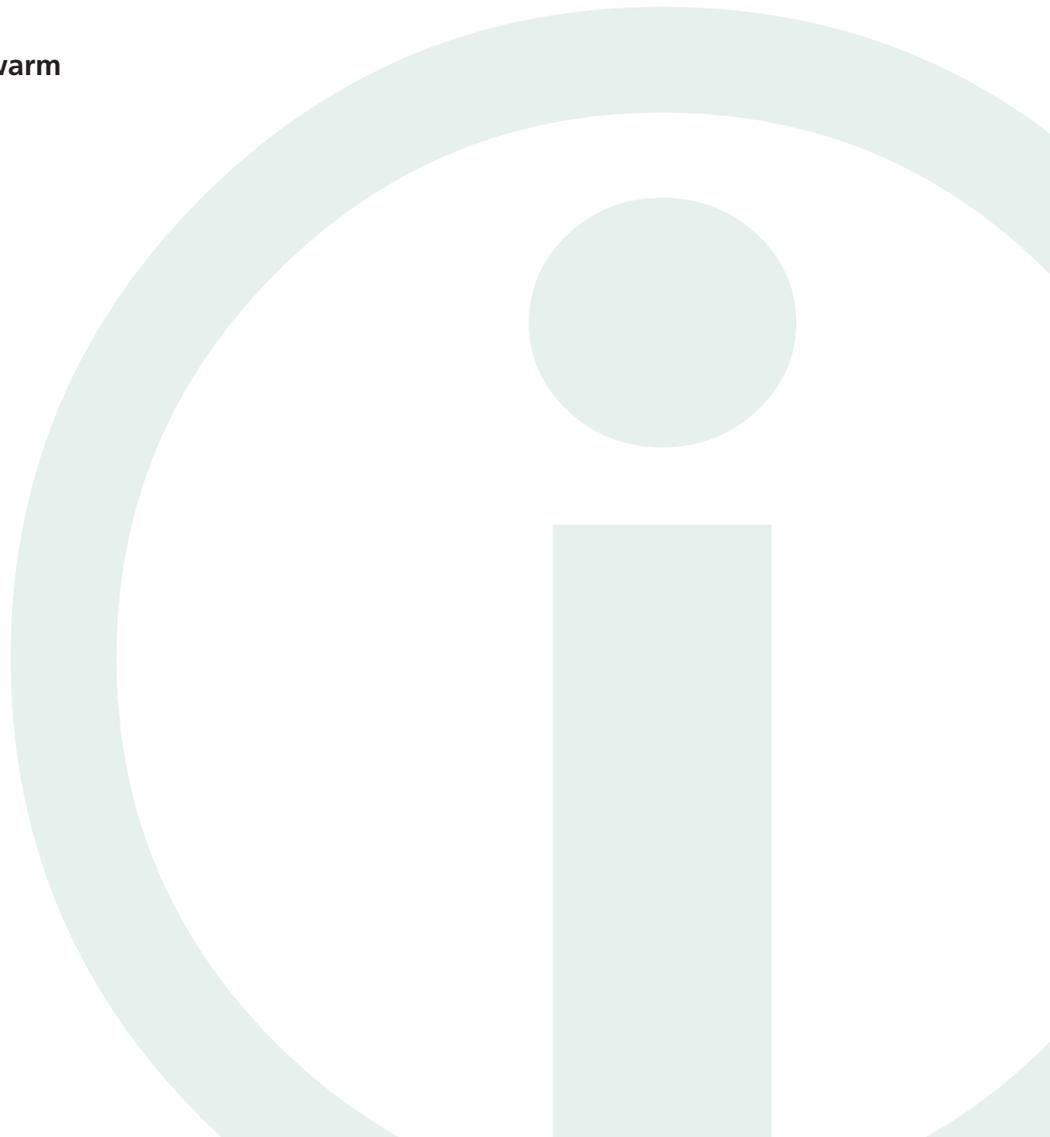
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SPECIAL THANKS

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THE PURPOSE AND BENEFIT OF THIS TRAINING

The thought of a hostile intruder attacking your workplace is not a pleasant thought. But with the events of recent years, you have surely thought about what you would do should a horrific event occur at work. You've maybe even spoken about it with friends and co-workers, with the words, "I don't know what I'd do," often heard. We hope to provide you with easy strategies to answer the question with a survival mindset. The answers are actually quite easy.

COMMON SENSE, JUST NOT COMMON KNOWLEDGE.

One goal of this training is to encourage and promote this discussion. You need to know what you should and/or can do if faced with a violent situation. This training will provide you with options. We encourage you to further discuss this information and ideas with your leaders and your peers. The more people involved in a situation that have knowledge of what to do, the more likely we are to survive.

CAN VIOLENCE ALWAYS BE PREVENTED AT MY JOB?

Short answer is no, it cannot always be prevented. But extreme violence at work is actually an extremely rare occurrence. Did you know you are 20 times more likely to be struck by lightning than to be involved in an extremely violent event at work or school? Did you know that statistically a backyard pool is much more dangerous?



But does that mean we should not take precautions? Of course not, that would be foolish. Because we know that while rare, violent events at work are real. They do happen, and they happen in any kind of businesses, for all kinds of reasons, by any type of person.

When a thunderstorm starts heating up, we take precautions. We find and take shelter. But a thunderstorm almost always gives us notice of the impending downpour. The skies grow dark, thunder is heard far off in the distance, and the weatherman tells us it's coming. We receive warnings.

But in the case of a violent attack, you may receive no warning at all. You may be listening to your boss, taking a break, working at your computer, when suddenly all heck breaks loose! It would be like lying out in the sun on a beautiful day when suddenly a lightning bolt strikes the tree next to you. Do you think you'd be surprised? Do you think for a moment you'd be confused? Do you think for a moment you'll think that really didn't happen? All of the above are not just possible, they're probable. Same thoughts will occur when a hostile intruder strikes. But with a Hostile Intruder you don't have the luxury of a lightning bolt not striking the exact same spot immediately. The Bad Guy probably has more bullets, and he's still right here.

SURPRISED, BUT NOT DEFEATED

The fact that the bad guy will initially have the element of surprise is a fact, that's just the way it is. But that doesn't mean he wins. To use a sports analogy, does the first one to score always win? You must develop the mindset of survival. Know that if someone tries to hurt you, you WILL escape or you WILL defeat them. YOU WILL SURVIVE. You may have been told in the past that should someone threaten you with a weapon, you should do what they say. In school, you may have been instructed in the event of a lockdown due to a hostile intruder, you should always remain passive in a corner of the room. Well, that thinking has changed. If someone is threatening you at work, or anywhere, with a weapon, you should assume they are going to try to hurt you. You must do something! If you are hiding in the corner of the room because of a hostile intruder and he gets in your room, you must do something.

Hostile intruder events have shown us that to remain still in the corner or hiding under a desk when someone is trying to hurt you is not the way to survive. In fact, doing nothing makes the bad guy's plan easier. In the Columbine HS library, 56 students listened to the teacher and remained under tables for 7.5 minutes while Harris and Klebold walked around the room and shot 22 of them, 10 of whom died. At Virginia Tech, Cho operated on a floor full of young adults for 9 minutes. He fired over 170 rounds and killed 30 people. Now were these bad guys very skilled bad guys, or did the good guys not know enough to require the bad guys to be very skilled at all? The answer is obvious.

While the bad guys may have possessed enough skills to gain the element of surprise, they did not possess the skills necessary to have been as successful in their missions as they were. But we are no longer going to be easy targets for these evil people. We are no longer going to make it easy for their types to hurt us. They are not going to have the skills necessary to defeat us. We may be surprised, but we will not be beaten!

SO HOW DO WE WIN?

- We win by limiting the impact of the element of surprise on our ability to act.
- We win by escaping the danger zone if at all possible before the bad guy can get to us.
- We win by countering, if necessary, his violence through actions of our own.

We have developed an aggressive, pro-active response to directed violence learned from our personal experiences with violent events, and what it took to survive.

The A.L.📍.C.E. program is a comprehensive use of infrastructure, technology, and HUMAN ACTION.

HERE'S AN OVERVIEW OF A.L.📍.C.E.:

ALERT

Get the word out! Use clear, concise language to convey the type and location of the event.

LOCKDOWN

Good starting point; allows aggressive use of current technology and procedures.

INFORM

Communication keeps the shooter off balance, be aggressive.

ALLOWS FOR GOOD DECISION MAKING.

COUNTER

Apply skills to distract, confuse, and gain control.

EVACUATE

Reduce the number of potential targets for the shooter, and reduce the chances of victims resulting from friendly fire when help arrives.

Precisely what will happen in each event is unknown. That is why it is really impossible to build a policy or a set of procedures that will dictate a response. You may hear or be told what is happening and where it is occurring. You should use any information received to make informed decisions as to what action is in the best interest of all. If the bad guy is close, remaining hidden and barricading the door is probably the best choice. If he's not close, a planned and practiced escape route should be taken to a rally point. If escape is not possible, and the bad guy gets access to you, you must COUNTER his violence with aggressive action.

In order to be successful in countering an active shooter, you need to have a basic understanding of the skill of shooting. It's not like you see on TV. Just pointing a gun at someone and pulling a trigger does not mean you've hit them. Did you know that even trained police officers only hit about 18% of the bad guys they shoot at? That means they miss 82% of the time. This is not because the police are not good shooters, because most are very good. It's because that trying to shoot someone in a dynamic environment is very difficult. Our goal is create that dynamic environment that causes people to miss their target.

In order to shoot accurately, a person must be able to do certain things:

1. **find the target**
2. **put the front sight on target**
3. **focus on front sight**
4. **remain steady**
5. **squeeze trigger**

So the way we can prevent someone from hurting us is to prevent one of the above necessary steps from happening. The great thing is that it is really very easy to interrupt this process. Now interrupting the process does not mean stopping the ability to shoot. It means stopping the ability to shoot **accurately**, a big difference. The reason to state this is to let you know that we cannot guarantee there will be no casualties when you enact your plan of action. But common sense tells you that by interrupting the active shooter's ability to shoot accurately, and also severely limiting the time he will have to fire his weapon, we limit his ability to hurt large numbers of people. **This is how we win.**

HOW TO INTERRUPT THE PROCESS

Let's take the above steps one at a time and discuss our options.

- 1 Find the Target:** We need to do whatever is natural and easy. This means it will not require a lot of skill on our part to do. The easiest way for us to make it hard for the bad guy to find us is for us to get out of the area, ESCAPE. If the opportunity for escape presents itself, you must take it and head to pre-determined community rally points. Now that may mean using unconventional means, such as jumping out a window or climbing down a rope. You do what you have to do. We are all used to evacuating buildings from our fire drills. If you can follow that route based on the information you have, do it and get away from the building in the opposite direction of where the bad guy was. Don't forget to help those around you who may be having trouble. Remember the police are coming, and the quicker you can get behind them, the quicker you are behind the defensive lines, and the quicker you are safe. *Distance between shooter and target requires greater skill to hurt you.*
- 2 Put the Front Sight on Target:** If escape was not possible and the bad guy is pointing a weapon at you, you need to make it as hard as possible for him; MOVE, DO NOT STAY STILL. *The skill needed to hit a moving target versus a stationary target is much greater. Just by running and/or moving in a zig-zag pattern, you have made it very difficult to get off an accurate shot.*
- 3 Focus on Front Sight:** In addition to moving, we want to limit the shooter's ability to focus on the front sight of the weapon. We can achieve this by distracting him, and causing him to look at other things. You should throw anything you can get your hands on at his head. Let him see it coming. *His ability to ignore this and focus on the front sight of the weapon will require great skill and experience.* Traits we don't normally see with active school shooters.
- 4 Remain Steady:** Throwing items at the shooter will also limit his ability to be steady. Can you visualize a person trying to accurately shoot while being bombarded with books, desks, backpacks, etc.? Do you think he's shooting exactly what he wants to?
- 5 Squeeze Trigger:** Another by-product of our bombardment will be the shooter's ability to be smooth on the trigger—another key to accurate shooting.

OK, I MADE HIM MAD. NOW WHAT!?

Good question. You're right; you probably have made him mad. But guess what? Remember that element of surprise that he had on you? In reacting in an aggressive, pro-active manner, you have now surprised him. That confusion and hesitation you experienced, he is now experiencing. And we are going to use it to our advantage. While he's busy ducking and covering his head from our air assault, we must now begin the ground assault.



THE SWARM

The SWARM is a tactic used by police to take down a non-complying person. It is a very simple tactic that is also very effective. It makes use of the tactical advantage of numbers. If we can control the limbs of a person, we control that person. He has 5 limbs: two arms, two legs, and the head. If necessary, rush the used-to-be shooter, and get someone on each of the limbs. We now own him; we now have control.

Don't try to struggle strength against strength. Don't just grab, twist, or fight. Wrap your arms and/or legs around the limb you own and use your body weight to overwhelm his ability to move it. You'll be surprised how strong a little person is when they let their body weight do the work! Take the person to the ground and maintain control until police arrival.

REMEMBER: DO WHAT YOU CAN, AS LONG AS YOU MUST.

75 WAYS TO AVOID BECOMING A STATISTIC

1. Make eye contact with everyone.
2. **Be in the inside lane at a stop-light.**
3. Always look in the back seat before entering a vehicle.
4. **Use members of a group to your advantage.**
5. Tell your group what you expect them to do.
6. **Learn simple self-defense techniques (KISS principle).**
7. If attacked, do whatever you can as long as you must.
8. **Know you will win every encounter.**
9. Accept that there are bad people out there.
10. **Trust is earned; don't give it away easily.**
11. Never let someone touch you uninvited.
12. **Assume an uninvited touch is an assault; act accordingly.**
13. Find the loud voice within you.
14. **If yelling for help, say it many times.**
15. Yell for help in short loud bursts; not long and drawn-out.
16. **When exiting a building, scan the area before proceeding.**
17. Use a remote key that unlocks the driver's door only.
18. **Learn a secondary escape route from every location you spend time.**
19. Carry a protection tool.
20. **A tool can be an ordinary item used extra-ordinarily.**
21. Commit yourself to the right to survive.
22. **Don't try to be a hero, just a winner.**
23. Realize bad things happen anywhere at anytime.
24. **Don't let fear paralyze you.**
25. Be prepared to be surprised.
26. **Know basic field first-aid techniques.**
27. The fight is never lost before it starts.
28. **Violence is ugly, but ugly can't hurt you.**

29. Don't be willing to take guidance from the uninformed.
- 30. You are your own first responder.**
31. Develop your own survival plan for life's bad moments.
- 32. Never second-guess your gut instinct.**
33. Choose life over liability.
- 34. Don't let a "fear-of-lawsuit" dictate your actions.**
35. Planning should address survival, not avoiding a potential lawsuit.
- 36. Develop an aggressive mindset.**
37. Think of ways to make the bad guy's plan require more skill.
- 38. Know that pain is not forever.**
39. Don't be complacent; today will not always be like yesterday.
- 40. There are sheep, shepherds, and wolves. Know who is what.**
41. Prior preparation and planning prevents poor performance.
- 42. Turn the element of surprise back on the bad guy.**
43. If focus cannot be on the front gun-sight, a good shot cannot be made.
- 44. Always protect the head, heart, and lungs.**
45. Never comply with an irrational person.
- 46. Never comply with an irrational demand.**
47. Bad guys possess limited skills.
- 48. Don't make it easy for them.**
49. Action always beats reaction.
- 50. Intrusion into personal space starts at a distance of 30 feet.**
51. Better planning, better skills, and a stronger desire will win every time.
- 52. Planning and knowledge creates confidence and pride.**
53. What you don't know can hurt you.
- 54. The Clavicle Notch technique is a great tool to move someone away from you.**
55. An ugly trial beats a beautiful funeral.
- 56. Experience is something you usually get right after you needed it.**
57. Common sense is not always common knowledge.

58. Inform yourself.

59. Your perception is your reality.

60. Any tool used on any target completes a tactic.

61. Don't let the "Oh Crap!" Factor cause vapor lock.

62. Aggressive action will interrupt the bad guy's plan and expectations.

63. Chaos can create sensory overload.

64. Inaction only feeds the bad guy's need for power and control.

65. Try to get experience before the bad guy gives it to you.

66. It's OK to win.

67. Train to win.

68. In a real fight, if you don't resist you will lose.

69. Don't plan on winning because your opponent will not be as good as you.

70. Win because you were better than the opponent.

71. Be careful what you practice, you may get good at the wrong thing.

72. Instead of "What-If" think "When-Then."

73. Resisting violence is more mental than physical.

74. Don't focus on what the bad guy is doing to you.

75. Focus on what you're doing to the bad guy.



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